DOCUMENT RESUME

ED 149 030 08 CE 013 903

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TITLE How New Hampshire Employers Evaluate Their Employees. Implications for Vocational Education.

INSTITUTION Keene State Coll., N.H.
SPONS AGENCY New Hampshire Research Coordinating Unit for Vocational-Technical Education, Concord.; Office of Education (DHEW), Washington, D.C.
PUB DATE 77
NOTE 54p.

EDRS PRICE MF-$0.83 HC-$3.50 Plus Postage.
DESCRIPTORS Educational Needs; Employer Attitudes; Employment Interviews; *Employment Practices; *Employment Qualifications; High School Students; Individual Characteristics; Job Application; Measurement Instruments; Occupational Guidance; *Personnel Evaluation; Personnel Selection; Records (Forms); State Surveys; Vocational Education
IDENTIFIERS *New Hampshire

ABSTRACT

Objectives of a research project were to determine current employer practices in personnel performance evaluation in New Hampshire, and to inform vocational teachers and guidance counselors of these employer practices so that they might make program or counseling service modifications to better acquaint vocational students with these practices. Interviews were conducted with twenty-three employers across the state to learn of their current procedures in employee evaluations. Also, professional meetings of personnel managers and training seminars for personnel were attended to gain perspective and insight into the tasks personnel managers are required to do. Overall findings indicated that graduates who know what they want and what they have to offer, and who cultivate human relations skills, will interview effectively and be more successful in landing a job. This report discusses the findings under three topics: how to get a job: evaluation prior to employment, how to hold a job: evaluation after employment, and the importance of work attitudes. Brief suggestions directed to vocational teachers for teaching work attitudes and interpersonal relations are included. These suggestions refer to use of the appended materials, which comprise the major portion of the report and include sample employer interview forms, employee performance evaluation forms, a listing of teacher resource materials. (BL)

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ED149030

HOW NEW HAMPSHIRE EMPLOYERS EVALUATE THEIR EMPLOYEES

IMPLICATIONS FOR VOCATIONAL EDUCATION

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

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Keene State College
Spring, 1977

The project reported herein was performed pursuant to a grant with the Office of Education, U. S. Department of Health, Education and Welfare, through the New Hampshire Research Coordinating Unit. Contractors undertaking such projects under government sponsorship are encouraged to express freely their professional judgment in the conduct of the project. Points of view or opinions stated do not, therefore, necessarily represent official New Hampshire Research Coordinating Unit and/or the Office of Education position or policy.

CE 013 903

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Introduction and Purpose

What makes a good vocational program? Are there any universally accepted criteria for vocational program quality?

A recent study conducted by the Center for Vocational Education at The Ohio State University (April, 1975) used the Delphi Technique to help develop a rank order of agreed-upon criteria for vocational program quality.

Using two rounds under the Delphi format, 66 criteria for quality were ranked by more than 500 vocational educators from all levels of involvement.

As one might expect, the number one criteria was *"Program content is current with occupational practice."* It has been traditional to examine and re-examine vocational program content with craft committees to insure that this criteria of quality is present in all vocational programs.

However, once they are employed, vocational program graduates are evaluated from a number of points of view and the evaluation involves more than simply the vocational tasks performed. In fact, students who are employed in larger agencies — such as insurance companies, production industries, health services and retailing businesses — often find performance evaluations relate only in small ways to specific job skills. Factors such as interpersonal relationships, personal appearance, punctuality, motivation, and self-direction are given high priority as part of the periodic performance review.

Another study completed by the University of Tennessee (Porreca and Stallard, 1975) concluded that *"affective domain competencies of students appears to be as important as cognitive and psycho-motor competencies in vocational-technical education."*

Thus, while vocational educators are quite confident that the specific vocational skills taught in a given program are "current with occupational practice," we are not fully aware (nor are the students) of those other aspects of the world-of-work environment upon which our graduates will be evaluated.

To continue to develop quality vocational programs, we must know the full extent of employer expectations above and beyond specific vocational skills.

It is the purpose of this research to learn of these employer expectations and accomplish the following two objectives:

(1) To determine current employer practices in personnel performance evaluation in New Hampshire.

(2) To inform vocational teachers and guidance counselors of these employer practices so that they might make program or counseling service modifications to better acquaint vocational students with these practices.

Methodology

For the results of this study to be useful to the vocational teacher, first-hand knowledge of the actual methods employers currently use to evaluate their employees was essential.

The best way to gain this information was through face-to-face interviews with the personnel departments which have the responsibility for hiring of new employees and evaluating existing employees.

Interviews were conducted with twenty-three (23) employers across the state to learn of their current procedures in employee evaluations. These interviews were held with businesses and industries of diverse size and geographic location — industries representative of the occupational areas for which vocational education prepares students.

The interview process offered employers three methods of providing data and materials:

(1) Employers responded to a standard set of prepared questions.

(2) Employers offered open-ended comments about their methods of employee evaluations.

(3) Copies of evaluation materials which employers use for employee evaluations were obtained.

The instrument used in the interviews posed the following five questions for directing the discussion:

(1) Does your company/organization use a written evaluation form which deals with the performance of your employees? If so, could we please have a sample copy?

(2) In hiring new personnel, what are the six basic factors you feel are most important?

(3) How are employee evaluations for pay raises or promotion conducted in your company/organization?

(4) Who is involved in these evaluations?

(5) What are the most common reasons for termination of an employee?

In addition to these standard questions, each personnel representative was asked to rank the relative importance of the following ten factors of work attitudes.

1. **PERSONAL HYGIENE AND APPEARANCE:** the person is appropriately attired.
2. **TRAINABILITY:** the person accepts constructive criticism, follows instructions willingly and performs consistently.
3. **SELF-CONFIDENCE:** the persons believe their own actions influence future events.
4. **RESPECTFULNESS:** the person respects co-workers, supervision and property.
5. **TRUSTWORTHINESS:** the person can handle information discreetly and respects confidences.
6. **OPTIMISM:** the person expects good from people and satisfaction from the natural course of events.
7. **WORKING FLEXIBILITY:** the person is willing to work hours requested, is on time and is present all days required.
8. **RESPONSIBILITY:** the person is able to handle responsibility justly and able to work under stress.
9. **AMBITIOUS:** the person is striving for advancement or growth.
10. **COOPERATIVE:** the person is able to work well with others.

Twenty-three employers (see Appendix A) were identified and interviewed. In most cases the personnel representative hired from two or more of the vocational education areas. For example, a large electronics company might employ secretaries, engineers, draftsmen and machinists. The employers were selected based on these considerations:

- Located in New Hampshire
- All vocational education areas were represented
- Both urban and rural employers were represented
- Small, medium, and large employers were represented

In addition to the interviews, the researchers also attended professional meetings of personnel managers and participated in training seminars for personnel. From these we were able to gain perspective and insight into the tasks personnel managers are required to do. Employee evaluation is critical because so much is at stake — for the people rejected, for the people hired, for the people promoted, and for the people fired.

The interviews were designed to find the answer to two basic questions:

(1) What techniques are being used during the interviewing/hiring process to determine which potential employee to hire?

(2) What techniques are being used once an employee is on the job to assess his or her potential and performance?

Findings

There are many more qualified applicants applying for most jobs than can possibly be hired. Personnel management has a difficult task in finding the best person for the company. The definition of "best person" is a person who will be an asset to the company — *one who will stay with the company and work hard.* Personnel people are trained in the art of communication-questioning skills, listening skills, and understanding non-verbal communications. It is their job — within legal confines — to gather as much information about an applicant in order to make the best possible hiring decision.

The job market in New Hampshire continues to be very tight. And the new vocational graduates enter this market with some strong strikes against them. Specifically, the graduates are:

- Young
- Inexperienced
- Statistically not stable on the job.

Vocational teachers have the opportunity to change these debits to credits. *Our findings clearly indicate that graduates who know what they want and what they have to offer, and who have cultivated human relations skills, will interview effectively and be more successful in landing a job.*

Our findings are extensive and will be presented in three broad areas:

I. Evaluation prior to employment - "How to Get a Job"

II. Evaluation after employed — "How to Hold a Job"

III. The Importance of Work Attitudes

How to Get a Job: Evaluation Prior to Employment

The minute a vocational graduate makes contact with a potential employer, the evaluation process begins. Thus, competition for jobs begins long before a person even has the opportunity to demonstrate his or her vocational skills. Graduates of vocational programs, therefore, require skills in the job interview process if they are to improve their chances of obtaining the job they want. Actual forms which personnel managers use in the interview process are available in Appendix B.

In many organizations the interview process itself has a number of steps beginning with the initial contact with the receptionist.

When the job applicant is brought to the company, sometimes the personnel receptionist will "code" the application form with some brief general impressions of the applicant. The receptionist may also choose to pass the application on to personnel or file it away.

The second step is usually a meeting with a member of the personnel department. The purpose of this stage of the interview process is important to keep in mind. Here the applicant has a chance to convince personnel that he or she has the necessary qualifications and is the right person for the job. Personnel managers look for the relevant information needed to make the hire/reject decision. The interview with personnel usually emphasizes identification of work habits and attitudes. Specifics being considered are aptitude, personality, motivation and character. Personnel will be alert to the manner of response pauses that may indicate avoidance of critical issues — and will investigate further in these areas. In essence, every possible factor is considered by the interviewer and then evaluated. It is his job to decide if the job specifications and the applicant's skills will match.

The third part of the screening process is performed by the department supervisor who assesses the applicant's specific job skills. This interviewer also assesses work attitude factors. Personality traits often play an important role — it is in the company's best interest to hire a person who will be an asset, a person who will get along well with other employees.

While variations in the evaluation prior to employment often occur, affective domain competencies are always considered. Sometimes an informal score card is maintained on each applicant with all interviews being recorded. Such a record is important and valuable when large numbers of applicants apply for a given position. This pre-employment record is destroyed as soon as the applicant is hired or rejected.

The personnel workers in New Hampshire are fully aware and respectful of the legal structure which restricts the questions job applicant is required to answer. In fact, it was suggested that students be taught the laws governing equal employment opportunities.

How to Hold a Job: Evaluation After Employment

Personnel evaluation after employment is a more extensive and formal process.

Nearly every employer has a probationary period for the new employee. During this time a mutual evaluation of the employer-employee relationship and the job environment takes place. It is understood that during this period either party can terminate the employment with no recriminations.

Most employers have required procedures and forms which are used in periodic employee evaluations. These forms show clearly that employee evaluations hinge strongly on personal and attitudinal factors as well as cognitive and psychomotor skills.

Most New Hampshire employers evaluate their employees for three reasons: pay raises, promotion, and personal improvement. Evaluations for these purposes are usually performed at the same time and with the use of the same questionnaires. Some employers, however, believe these evaluations should be done separately to allow employee growth and development to be emphasized and separated from salary and promotion considerations.

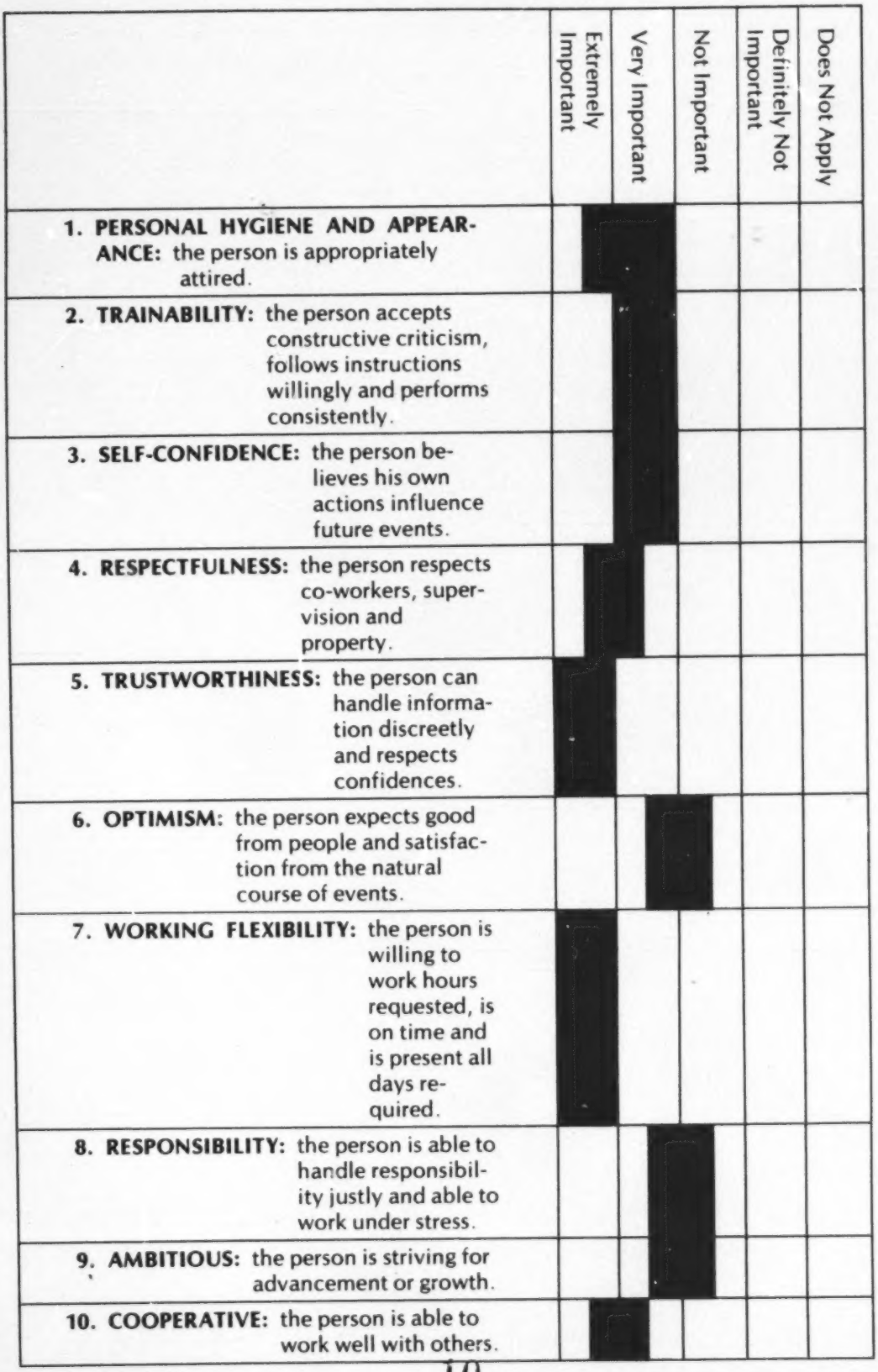
There are three different types of job evaluations performed: One for hourly wage positions; one for salaried non-exempt, such as office workers and technicians, and one for salaried exempt or managerial positions. The affective domain competencies appear to be more important in the salaried positions.

In all of these positions the evaluation usually begins with the immediate supervisor. Some instruments used are included in Appendix C. The criteria used include cognitive, psychomotor, and affective domain competencies. The employee's evaluation and his supervisor's evaluation are then compared and a decision is reached concerning the pay raise or promotion.

The Importance of Work Attitudes

Each of the twenty-three (23) employers was asked to rate the relative importance of the ten factors which comprise working attitudes. While there were some differences, the following pattern was recorded.

WORKING ATTITUDES


Extremely Important
Very Important
Not Important
Definitely Not Important
Does Not Apply
1. PERSONAL HYGIENE AND APPEARANCE: the person is appropriately attired.
2. TRAINABILITY: the person accepts constructive criticism, follows instructions willingly and performs consistently.
3. SELF-CONFIDENCE: the person believes his own actions influence future events.
4. RESPECTFULNESS: the person respects co-workers, supervision and property.
5. TRUSTWORTHINESS: the person can handle information discreetly and respects confidences.
6. OPTIMISM: the person expects good from people and satisfaction from the natural course of events.
7. WORKING FLEXIBILITY: the person is willing to work hours requested, is on time and is present all days required.
8. RESPONSIBILITY: the person is able to handle responsibility justly and able to work under stress.
9. AMBITIOUS: the person is striving for advancement or growth.
10. COOPERATIVE: the person is able to work well with others.

An analysis of the above table indicates:

- The factors of *TRUSTWORTHINESS* and *WORKING FLEXIBILITY* were rated the highest in terms of employer importance.
- The factors of *PERSONAL HYGIENE* and *APPEARANCE, RESPECTFULNESS,* and *COOPERATIVENESS* were close seconds.
- Other characteristics added to the list in the "other" category involved being Dependable, Hard-working, Economic-minded, and Stable.
- There were a number of occupations with specific characteristics which one might expect, such as:

  Personal hygiene and appearance were extremely important in health related occupations as well as business and office occupations.

  Trainability was ranked very high in the manufacturing and technical industries.

  Self-confidence was a factor which employees looked for in identifying future leadership potential.

  Responsibility was another factor in identifying leadership or supervisory potential.

How the Vocational Teacher Can Make a Difference

This study has demonstrated that if a vocational education program is to be considered "current with occupational practice," there must be provision for instruction in the importance of work habits, attitudes and interpersonal communication skills as part of the program.

When asked if they address work habits and attitudes in their programs, vocational teachers and counselors usually indicate that these concepts are implied or discussed all the time. In fact, some of these factors are part of the grading process. However, this is not enough. If our vocational program graduates are to be fully prepared for entering and maintaining employment, a more substantial instructional effort in the teaching of work attitudes and interpersonal relations is required.

Suggestions for teacher action:

(1) Vocational programs should have *explicit* instruction in personal development including work habits, attitudes, and interpersonal communication skills.

(2) Vocational students must receive first-hand experiences in job-seeking skills. This can be accomplished in a number of ways, such as:

   a. Study, complete, and discuss sample job application forms as those in Appendix B.
   b. View films on the job interview process.
   c. Role-play the job interview with fellow students and instructors.
   d. Invite a local personnel manager to the classroom to discuss the job interview process and to demonstrate (role-play) various interview situations.
   e. Assist the students in writing a resumé.

(3) Vocational students must be knowledgeable in the purposes and methods which employers use to evaluate their on-the-job performances. The materials included in Appendix C provide a number of examples of actual evaluation instruments currently used by employers. These might be used by students to self-evaluate their performance in the vocational education program.

(4) Vocational teachers should have access to a wide variety of instructional materials and media which address the areas of career and personal development. Commercial production of these materials has increased dramatically over the past few years and their cost is most reasonable. While some of the materials are designed for specific vocational areas, most are generalized and can be used in a variety of vocational program areas. A comprehensive bibliography of instructional materials for teachers appears in Appendix D.

(5) Feedback to students enrolled in vocational programs should include information on work habits, attitudes, and interpersonal skills as well as grade reporting on program content and vocational skills.

APPENDIX A

LIST OF EMPLOYERS INTERVIEWED

Alvirne High School

Ashuelot National Bank

Centronics

Cheshire Employment Agency

Cheshire Hospital

Department of Employment Security

Hogan's Florist

Homestead Woolen Mills

Jordan Marsh

Keene High School

Keene State College

Kingsbury Machine Tool Corp.

Manpower

Markem Corporation

Mill End Store

Nashua Corporation

National Grange Mutual Insurance

St. Joseph's Hospital

Sanders Associates, Inc.

Smith Plumbing & Heating

Teledyne Electro-Mechamisms

United States Department of Agriculture

Weatteau Incorporated

APPENDIX B

SAMPLES: EMPLOYER INTERVIEW EVALUATION FORMS

EMPLOYMENT APPLICATION

OUR EMPLOYMENT POLICY — EQUAL OPPORTUNITY FOR ALL WITHOUT DISCRIMINATION BECAUSE OF RACE, COLOR, CREED, SEX, AGE OR NATIONAL ORIGIN.

1. LAST NAME | FIRST NAME | MIDDLE INITIAL

ADDRESS | CITY | STATE | ZIP

NEAREST PHONE

2. DO YOU HAVE RELATIVES OR FRIENDS IN THIS COMPANY? ☐ YES ☐ NO
IF SO, STATE NAMES, RELATIONSHIP AND DEPT.

3. PRESENT OR LAST SCHOOL ATTENDED-NAME, CITY, STATE

DATE FINISHED | GRADUATE ☐ YES ☐ NO | HIGHEST GRADE OR CLASS COMPLETED

4. OTHER SCHOOLS-HIGH SCHOOL OR COLLEGES

5. HAVE YOU WORKED AT ANY OF OUR STORES OR WAREHOUSES IN THE PAST?
WHERE | WHEN | JOB TITLE

6. HAVE YOU APPLIED FOR WORK AT ANY OF OUR STORES OR WAREHOUSES IN THE PAST?
WHERE | WHEN

7. SPECIAL TRAINING OR OFFICE SKILLS

8. SPORTS OR HOBBIES

9. WHAT PROMPTED YOU TO COME IN? PLEASE LIST DETAILS AS TO NEWSPAPER ADVERTISING OR COMMUNITY ORGANIZATION REFERRAL.

12. POSITION APPLIED FOR

13. HOURS AVAILABLE (BE SPECIFIC)
FULL TIME: PART TIME:

14. DATE OF APPLICATION | ARE YOU UNDER 18 YEARS OF AGE? YES ☐ NO ☐ | SOCIAL SECURITY NO.

15. IN CASE OF EMERGENCY—NOTIFY
NAME
ADDRESS
PHONE

16. PHYSICAL HANDICAPS-SPECIFY.

17. ARE YOU A U. S. CITIZEN? YES ☐ NO ☐ IF U. S. VETERAN-STATE TYPE OF DISCHARGE.

18. HAVE YOU BEEN CONVICTED OF A MISDEMEANOR (EXCEPT A FIRST CONVICTION FOR DRUNKENESS, SIMPLE ASSAULT, SPEEDING, MINOR TRAFFIC VIOLATIONS, AFFRAY AND DISTURBANCE OF THE PEACE) WITHIN THE PAST FIVE YEARS?
EXPLAIN NATURE OF OFFSENSE: YES ☐ NO ☐

19. HAVE YOU EVER BEEN CONVICTED OF A FELONY?
YES ☐ NO ☐
EXPLAIN NATURE OF OFFENSE:

20. HAVE YOU BEEN CONVICTED OF SHOPLIFTING (LARCENY) WITHIN THE PAST FIVE YEARS?
YES ☐ NO ☐
IF SO, GIVE DETAILS:

10. PERSONAL REFERENCES
NAME TWO
NAME | ADDRESS
NAME | ADDRESS

11. PLEASE LIST ANY EMPLOYMENT YOU HAVE HAD IN THE PAST TEN YEARS.

PRESENT OR LAST EMPLOYER	ADDRESS	YOUR POSITION	DATE STARTED	DATE LEFT	SALARY	REASON FOR LEAVING
NEXT LAST EMPLOYER						
NEXT LAST EMPLOYER						
NEXT LAST EMPLOYER						
NEXT LAST EMPLOYER						

I, HEREBY CERTIFY TO THE BEST OF MY KNOWLEDGE AND BELIEF THE ANSWERS MADE HEREIN ARE TRUE AND COMPLETE AND I REALIZE THAT ANY OMMISSION OR FALSIFICATION WILL RESULT IN MY DISMISSAL. IT IS AGREED THAT MY EMPLOYMENT IS WITHOUT TIME LIMIT AND MAY BE TERMINATED BY THE COMPANY OR MYSELF AT THE DISCRETION OF EITHER PARTY. IN MAKING THIS APPLICATION FOR EMPLOYMENT IT IS UNDERSTOOD THAT AN INVESTIGATIVE CONSUMER REPORT MAY BEPREPARED WHEREBY INFORMATION IS OBTAINED THROUGH PERSONAL INTERVIEWS WITH YOUR NEIGHBORS, FRIENDS, OR OTHERS WITH WHOM YOU ARE ACQUAINTED. THIS INQUIRY INCLUDES INFORMATION AS TO YOUR CHARACTER, GENERAL REPUTATION, PERSONAL CHARACTERISTICS AND MODE OF LIVING. YOU HAVE THE RIGHT TO MAKE A WRITTEN REQUEST WITHIN A REASONABLE PERIOD OF TIME TO RECEIVE ADDITIONAL, DETAILED INFORMATION ABOUT THE NATURE AND SCOPE OF THIS INVESTIGATION. I AGREE TO BE BONDED AT THE COMPANY EXPENSE. 17

16 I HEREBY ACKNOWLEDGE HAVING RECEIVED NOTICE THAT PAYMENTS OF WORKMEN'S COMPENSATION HAVE BEEN PROVIDED UNDER CHAPTER 152 OF THE ANNOTATED LAWS OF THE COMMONWEALTH OF MASSACHUSETTS BY PROVIDING FOR SELF INSURANCE UNDER SAID CHAPTER.

AN APPLICANT FOR EMPLOYMENT WITH A SEALED RECORD ON FILE WITH THE COMMISSIONER OF PROBATION MAY ANSWER 'NO RECORD' WITH RESPECT TO AN INQUIRY HEREIN RELATIVE TO PRIOR ARRESTS, CRIMINAL COURT APPEARANCES OR CONVICTIONS. AN APPLICANT FOR EMPLOYMENT WITH A SEALED RECORD ON FILE WITH THE COMMISSIONER OF PROBATION MAY ANSWER 'NO RECORD' TO AN INQUIRY HEREIN RELATIVE TO PRIOR ARRESTS OR CRIMINAL COURT APPEARANCES.

APPLICANT'S SIGNATURE

PRE-EMPLOYMENT MEDICAL HISTORY QUESTIONNAIRE

HAVE YOU EVER	YES OR NO	IF YES – EXPLAIN
Been operated on		
Been advised to have an operation		
Been seriously injured		
Been refused employment for health reasons		
Been forced to give up a job because of health reasons		
Received Workmen's Compensation		
Been rejected for military service for health reasons		
Been discharged from military service for health reasons		
Received a pension for disability		
Been refused life insurance		
Been unable to perform usual duties because of illness or accident for more than 1 wk. during past 2 yrs.		
Been refused a driver's license for health reasons		

B

	YES OR NO		YES OR NO		YES OR NO		YES OR NO
Have you ever injured your back		Have you ever had a hernia or rupture		Have you ever had fits or convulsions		Do you wear contact lenses	
Have you ever worn a back brace		Have you ever been treated with x-rays		Have you ever had a head injury		Do you ever use a hearing aid	
Have you ever worn a knee brace		Have you ever worked with radio-active material		Do you need glasses to read		Have you ever had nerve trouble	
Do you ever wear a truss		Have you ever worked in a dusty trade		Do you need glasses for distance		Do you take medicine regularly	

C

HAVE YOU EVER HAD	YES OR NO		YES OR NO		YES OR NO		YES OR NO
Diabetes		Tuberculosis or other lung disease		Heart trouble		Arthritis	
High Blood Pressure		Nervous Disorder		Cancer		Epilepsy	

D

HAVE YOU EVER HAD	YES OR NO		YES OR NO		YES OR NO		YES OR NO
Allergies, or reactions to drugs		Hay Fever		Rheumatic Fever		Urination difficulties	
Asthma		Headaches (frequent)		Shortness of Breath		Varicose Veins	
Blood or Sugar in Urine		Jaundice		Skin rashes or Eczema			
Cough (frequent or chronic)		Joint pains		Stomach or duodenal ulcer			
Fainting spells or dizziness		Paralysis		Swelling of legs or ankles			

Other Illnesses _____

IMMUNIZATION
TETANUS (Lockjaw) YES OR NO _____ Date _____ POLIO YES OR NO _____ Date _____ Type _____

THE ABOVE STATEMENTS ARE TRUE TO THE BEST OF MY KNOWLEDGE. I UNDERSTAND THAT ANY MISSTATEMENT OF FACT IS GROUNDS FOR RELEASE.

I AM WILLING TO SUBMIT TO A PHYSICAL EXAMINATION AT THE REQUEST OF THE STORE MANAGEMENT AND IF ONE IS GIVEN I AGREE THAT MY CONTINUED EMPLOYMENT MAY BE CONTINGENT ON THE RESULTS.

SIGNATURE OF APPLICANT _____

DO NOT WRITE BELOW THIS LINE

DO NOT WRITE IN THIS SPACE

Starting Date _____

Department _____

Number _____

Position _____

Starting Salary _____

Employed by _____

Training _____

TELEPHONE CHECK WITH PREVIOUS EMPLOYER

Applicant's Name_____ Type of Work_____

Former Supervisor_____ Title_____ Company_____ Phone_____

This is (your name & title) _____ (Applicant's Name) has applied to us for a job. I would like to verify the information he has given us. Do you remember him?

1. When did he work for your (Hospital) (Company)? From_____ To_____

2. What was his job when he started?_____
   When he left?_____

3. He says he was earning $_____ per_____. Is that correct? Yes_____ No:$_____

4. How hard a worker was he?_____
   Industrious? Variable? Lazy?

5. How good was his work?_____
   Careful? Quality Conscious? Sloppy?

6. How was his attendance?_____
   Chronic Absentee? Health Problems? Dependable?

7. What was his accident record?_____
   Accident Prone? Safety Conscious?

8. How did his get along with others?_____
   Easy to work with? Trouble Maker? Moody?

9. How was he to supervise?_____
   Easy to handle? Needs close watching? Resistant?

10. Why did he leave your Hospital?_____
    Anything undesirable?

11. Would you rehire him? Yes_____ No_____ Why not?_____

_____

12. Do you know of any special problems he has--such as drinking, gambling, money, health, or trouble at home?_____

_____

_____

COMMENTS:_____

DATE OF CHECK_____ MADE BY_____ TITLE_____

EVALUATION SHEET

NAME: _____ DATE: _____

POSITION APPLIED FOR: _____

PERSONAL	Above Average	Average (Acceptable)	Unacceptable	Questionable Give Reason (s)
Appearance				
Friendliness & Agreeableness				
Basic Energy Level (Visual-Interview)				
Physical Condition (Any Noticeable Limitations)				

JOB REQUIREMENTS	A Lot	Some	Almost None or None
Experience			
Stability (Overall Longevity Previous Employers)			

MISCELLANEOUS	No Problem	Problem Area (State Reason (s))
Baby Sitter		
Military Classification		
Transportation		
Availability		

REMARKS _____

_____

_____

Overall Rating: 1 ☐ 2 ☐ 3 ☐ 4 ☐ Recommended to Employ Yes ☐ No ☐

Rated By: _____

This application must be in your own handwriting.
To receive proper consideration, all questions on both sides of this form must be answered.

Application for Employment

Date.....

FOR OFFICE USE ONLY
Application Filed.....
Application Accepted.....
Clock No.....

Name in Full..... SOCIAL SECURITY A/C No. .....
PLEASE PRINT NAME ONLY

Present Address..... Phone {Own / Nabor} .....

City..... State..... ZIP CODE .....

How long have you lived in this City?..... in this State?..... Are you a citizen of United States?.....

Last previous address.....

Date of Birth..... (Month Day Year) Height..... Weight..... Sex.....

Married ☐ Single ☐ Divorced ☐ Separated ☐ Widowed ☐ .....

How Many Persons do you Support? Wife..... Children..... Others.....

Have you any "sideline" business interests?..... Explain.....

Do you own your home?..... Do you own other Real Estate?..... Do you own Automobile?.....

Kind of work desired..... Wages Expected..... Per Hour

Previously employed here?..... From..... to..... Dept.....

Have you Any Relatives or Friends in Our Employ? Name..... Name.....

In case of Emergency notify..... Phone.....

Address..... City..... State.....

EDUCATION	Name and Location of School	No. of Years Attended	Course of Study General / Special	Did You Graduate?	Date of Leaving Mo. / Yr.
Grammar School					
High School					
College or University					
Night School					
Trade, Business or Correspondence School					

What Foreign Language do you understand?.....

Have you served an apprenticeship?..... How long?..... Trade?.....

Where served in U.S.?..... When served?.....

Mechanical Experience or Business Machines you have operated .....

.....

.....

All qualified applicants will receive consideration without regard to age, race, color, religion, sex, national origin or military status.

EMPLOYMENT HISTORY: - Give Names and Addresses of ALL Previous Employers (including civil service)

If you are now working, present employer and reason for desire to quit must be included.

Also give reason for lapse of time where a period of termination of one place of employment does not fit into the next place of employment.

Employers Name and Address	Kind of Work	Wages Per Hour	Date Started	Date Left	Reason for Leaving

What Physical Defects have you? .....

Were you ever injured at work? ..... **Nature of injury** .....

Do you Wear Glasses? ..... **Is your Hearing Good?** ..... **Your Speech?** .....

Additional Remarks: .....

.....

.....

.....

Have you ever served in the Armed Forces of the United States? .....

State Rank and Branch of Service .....

.....

Are you now employed? ..... **Where?** .....

I agree that any false statement in this application shall be sufficient cause for rejection or dismissal. I hereby grant permission to investigate any of the information included in this application and to submit to medical examination if required. The use of this blank does not indicate there are positions open and does not in any way obligate this Company.

Witness .....

Sign Here .....

Signature of Applicant

DO NOT WRITE BELOW THIS LINE

INTERVIEW (Yes or No) ..... **Date** ..... **Hour** .....

Result of Interview .....

.....

.....

.....

.....

Acceptable for Employment? ..... **Starting Rate** ..... **Starting Date** ..... **Shift** .....

Occupation ..... **Dept.** ..... **Clock No.** .....

Interviewed by .....

Employed by .....

Approved by .....

FOR OFFICE USE ONLY	
Possible Work Locations	Possible Positions

APPLICATION FOR EMPLOYMENT

(PLEASE PRINT PLAINLY)

FOR OFFICE USE ONLY	
Work Location _____	Rate _____
Position _____	Date _____

To Applicant: We deeply appreciate your interest in our organization and assure you that we are sincerely interested in your qualifications. A clear understanding of your background and work history will aid us in placing you in the position that best meets your qualifications *and* may assist us in possible future upgrading.

PERSONAL

Date: _____

Name _____ Social Security No. _____
Last First Initial Middle Initial

Present address _____ Telephone No. _____
No. Street City State Zip

How long have you lived at above address? _____

Previous address _____ How long did you live there? _____
No. Street City State Zip

To Applicant: READ THIS INTRODUCTION CAREFULLY BEFORE ANSWERING ANY QUESTIONS IN THIS BLOCKED-OFF AREA. The Civil Rights Act of 1964 prohibits discrimination in employment practice because of race, color, religion, sex or national origin. P.L. 90-202 prohibits discrimination on the basis of age with respect to individuals who are at least 40 but less than 65 years of age. The laws of some States also prohibit some or all of the above types of discrimination.

DO NOT ANSWER ANY QUESTION CONTAINED IN THIS BLOCKED-OFF AREA UNLESS THE EMPLOYER HAS CHECKED THE BOX NEXT TO THE QUESTION, thereby indicating that the requested information is needed for a bona fide occupational qualification, national security laws, or other legally permissible reasons.

☐ Are you over the age of twenty-one? _____ If no, hire is subject to verification that you are of minimum legal age.

☐ Sex: M _____ F _____ ☐ Height: _____ ft _____ in. ☐ Weight: _____ lbs.

☐ Marital Status: Single _____ Engaged _____ Married _____ Separated _____ Divorced _____ Widowed _____

☐ Date of Marriage _____ ☐ Number of dependents including yourself _____ ☐ Are you a citizen of the U.S.A.? _____

☐ What is your present Selective Service classification? _____

☐ Indicate dates you attended school:

Elementary _____ High School _____ College _____
From To From To From To

Other (Specify type of school) _____
From To

☐ Have you ever been bonded? _____ If yes, on what jobs? _____

☐ Have you been convicted of a crime in the past ten years, excluding misdemeanors and summary offenses? _____ if yes, describe in full _____

Employer may list other bona fide occupational questions on line below:

☐ _____

What method of transportation will you use to get to work? _____

Position(s) applied for _____ Rate of pay expected $_____ per week

Would you work Full-Time _____ Part-Time _____ Specify days and hours if part-time _____

Were you previously employed by us? _____ If yes, when? _____

List any friends or relatives working for us _____
Name(s)

If your application is considered favorably, on what date will you be available for work? _____ 19____

Are there any other experiences, skills, or qualifications which you feel would especially fit you for work with the Company? _____

_____

_____

Do you have any physical defects which preclude you from performing certain kinds of work? _____ If yes, describe such defects and specific work limitations. _____

Have you had a major illness in the past 5 years? _____ If yes, describe _____

Have you received compensation for injuries? _____ If yes, describe _____

RECORD OF EDUCATION

School	Name and Address of School	Course of Study	Check Last Year Completed				Did You Graduate?	List Diploma or Degree
Elementary			5	6	7	8	☐ Yes ☐ No	
High			1	2	3	4	☐ Yes ☐ No	
College			1	2	3	4	☐ Yes ☐ No	
Other (Specify)			1	2	3	4	☐ Yes ☐ No	

MILITARY SERVICE RECORD

Were you in U.S. Armed Forces? Yes _____ No _____ If yes, what Branch? _____

Dates of duty: From _____ To _____ Rank at discharge _____
Month Day Year Month Day Year

List duties in the Service including special training _____

Have you taken any training under the G.I. Bill of Rights? _____ If yes, what training did you take? _____

PERSONAL REFERENCES (Not Former Employers or Relatives)

Name and Occupation	Address	Phone Number

List below all present and past employment, beginning with your most recent

	Name and Address of Company and Type of Business	From Mo.	From Yr.	To Mo.	To Yr.	Describe in detail the work you did	Weekly Starting Salary	Weekly Last Salary	Reason for Leaving	Name of Supervisor
I										
II										
III										
IV										
V										

May we contact the employers listed above? _____ If not, indicate by No. which one(s) you do not wish us to contact _____

The facts set forth above in my application for employment are true and complete. I understand that if employed, false statements on this application shall be considered sufficient cause for dismissal. You are hereby authorized to make any investigation of my personal history and financial and credit record through any investigative or credit agencies or bureaus of your choice.

In making this application for employment I also understand that an investigative consumer report may be made whereby information is obtained through personal interviews with my neighbors, friends, or others with whom I am acquainted. This inquiry includes information as to my character, general reputation, personal characteristics and mode of living. I understand that I have the right to make a written request within a reasonable period of time to receive additional, detailed information about the nature and scope of this investigative consumer report.

_____

Signature of Applicant

APPLICANT—Do not write on this page

FOR INTERVIEWER'S USE

INTERVIEWER	DATE	COMMENTS

FOR TEST ADMINISTRATOR'S USE

TESTS ADMINISTERED	DATE	RAW SCORE	RATING	COMMENTS AND INTERPRETATION

REFERENCE CHECK

*Position Number	RESULTS OF REFERENCE CHECK	*Position Number	RESULTS OF REFERENCE CHECK
I		IV	
II		V	
III			

APPENDIX C

SAMPLES: PERFORMANCE EVALUATION FORMS

PERFORMANCE RATING

NAME _____ DATE _____

DEPARTMENT _____ JOB TITLE _____

Check one of the descriptive phrases in each factor which most clearly describes the employee.

FACTOR I - JOB KNOWLEDGE, concerns how completely the employee has learned about all the types of work, methods, practices, procedures for which his job is accountable.

1. Limited knowledge. Regularly needs instruction. ____
2. Fair knowledge, but still requires occasional checking. ____
3. Confidence in his knowledge, but still needs coaching on details. ____
4. Well informed on requirements. Rarely needs assistance and asks for it when needed. ____
5. An expert. Outstanding ability in applying knolwedge. Fellow employees have a high regard for his job-related knowledge. ____

Comment:

FACTOR II - PERFORMANCE

1. Approaches job in unimaginative and routine fashion. Frequently too much time, effort and materials are used. ____
2. Erratic, inconsistent, easily discouraged. Difficulty in adjusting to new work. Has limited accomplishments. ____
3. Steady, predictable. Does what is asked, but doesn't leave the beaten path. Completes work on time with a minimum amount of wasted time. ____
4. Self-starter. Adjusts to new situations readily. Resourceful. Most other fellow employees respect his abilities.
5. Unusual initiative: makes extremely valuable contributions. Is consistently productive, handles an unusual amount of work and uses time effectively. ____

Comments:

FACTOR III - DEPENDABILITY

1. Absentee and punctuality record are poor. Can't anticipate any difficulties. Does not handle well, confidential information. ____
2. Sometimes lacks common sense. Attendance is somewhat less than desirable. Accurate, but still requires monitoring. ____
3. Good reliable employee though experiences some infrequent lapses of attending and industry. Attendance is reasonably good. ____
4. Constantly dependable and thorough. Rarely needs checking. Always punctual. Very good attendance. ____
5. Entirely reliable. Tends to influence others constructively. ____

Comment:

FACTOR IV - ATTITUDE, concerns the impact his behavior has on others, reflections of his attitudes towards his job and towards his co-workers. Concerns the employee's receptiveness to suggestions, new ideas, constructive criticism, whether from his subordinates or his superiors.

1. Hostile and frequently uncooperative. May do his own job as he sees it and resists doing any more. Disturbing influence. ____
2. Goes along with required activities but tends to resist new ideas. Apt to be a difficult person to correct. Rarely cooperative person when the situation is not to his immediate advantage. ____
3. Usually gets along well with others. ____
4. Always willing to cooperate with his superiors and fellow employees. ____
5. Is team oriented. An informal group leader who constructively influences others. ____

Comment:

1. Does the employee's present position permit the best use of his capabilities

2. What specific types of positions should this employee be considered for? Has he indicated a special interest in any other type of work? What should he do or we do to prepare the employee for the other position, if applicable?

3. What training or educational course(s) has he taken in the last twelve months?

This performance rating has been discussed with me.

_____ Employee's Signature

_____ Department Head/Supervisor's Signature

_____ Date

DATE: _____

EMPLOYEE EVALUATION FORM

NAME: _____ JOB CLASSIFICATION _____

DEPARTMENT _____ EMPLOYEE NO: _____

Listed below are factors to be considered in this performance evaluation. Each factor has a five point maximum value.

SECTION	PURPOSE	MAXIMUM SCORE
A	All Employees	55
A & B	Clerical	60
A & C	Professional & Supervisory	75

	EXCEPTIONAL 5	ABOVE AVERAGE 4	AVERAGE 3	BELOW AVERAGE 2	UNSATISFACTORY 1
SECTION A					
ATTENDANCE	____	____	____	____	____
ATTITUDE	____	____	____	____	____
DEPORTMENT	____	____	____	____	____
INITIATIVE	____	____	____	____	____
VERSATILITY	____	____	____	____	____
ADAPTABILITY	____	____	____	____	____
STABILITY	____	____	____	____	____
DEPENDABILITY	____	____	____	____	____
JOB KNOWLEDGE	____	____	____	____	____
QUALITY OF WORK	____	____	____	____	____
QUANTITY OF WORK	____	____	____	____	____
SECTION B					
OFFICE SKILLS	____	____	____	____	____
SECTION C					
COMMUNICATIVE SKILLS	____	____	____	____	____
CREATIVITY	____	____	____	____	____
ORGANIZATIONAL ABILITY	____	____	____	____	____
SUPERVISORY SKILLS	____	____	____	____	____

Major weak points are—

1. _____
2. _____
3. _____

and these can be strengthened by doing the following:

_____
_____
_____
_____
_____
_____
_____
_____

Major strong points are—

1. _____
2. _____
3. _____

and these can be used more effectively by doing the following:

_____
_____
_____
_____
_____
_____
_____

DATE OF EMPLOYMENT_____ LAST RATE CHANGE: FROM $_____ TO $_____ DATE_____

CONDITIONS WHICH MERIT SPECIAL CONSIDERATION

_____
_____
_____
_____

RECOMMENDATIONS FOR CURRENT REVIEW PERIOD

_____
_____
_____
_____

A copy of this Report has been discussed with me.

_____ _____

EMPLOYEE'S SIGNATURE DATE

PERFORMANCE RATING

___EXCEPTIONAL ___BELOW AVERAGE

___ABOVE AVERAGE ___UNSATISFACTORY

___AVERAGE

RATED BY: _____

DATE: _____

APPROVALS

1. _____

2. _____

POTENTIAL REVIEW

Name_____ Date_____

Department_____ Job Title_____

Place an X mark on each rating scale, over the descriptive phrase which most clearly describes the employee.

ALERTNESS is the ability to grasp instructions, to meet changing conditions and to solve novel or problem situations.

Slow to "catch on"	Requires more than average instructions and explanations.	Grasps instructions with average ability.	Usually quick to understand and learn.	Exceptionally keen and alert.

CREATIVITY is talent for having new ideas, for finding new and better ways of doing things and for being imaginative.

Rarely has a new idea; is unimaginative.	Occasionally comes up with a new idea.	Has average imagination; has reasonable number of new ideas.	Frequently suggests new ways of doing things; is very imaginative.	Continually seeks new and better ways of doing things; is extremely imaginative.

DEPENDABILITY is the ability to do required jobs well with a minimum of supervision.

Requires close supervision; is unreliable.	Sometimes requires prompting.	Usually takes care of necessary tasks and completes with reasonable promptness.	Requires little supervision; is reliable.	Requires absolute minimum of supervision.

DRIVE is the desire to attain goals, to achieve.

Puts forth practically no effort.	Puts forth little effort to achieve.	Has average goals and usually puts forth effort to reach these.	Strives hard; has high desire to achieve.	Sets high goals and strives incessantly to reach these.

1. Does employee's present position permit the best use of his capabilities?

EMPLOYEE EVALUATION

Non Exempt Office Personnel

Name	Department	Time since last report: 3 mos. 6 mos. 12 mos.	Date of this report
Job Title	Time on job: Years Months	Rater	Title

Instructions: Evaluate the employee on the job now being performed. Use your rating guide that describes behavior in each category and check in the column that applies. Care, Accuracy and Thought is necessary for maximum fairness.

It is mandatory that this column be completed.

Factor	Rating: Unsatisfactory	Less than Acceptable	Acceptable	Very Acceptable	Outstanding	Has Improved	Progress: Little or no Change	Has gone back	Comments (Use reverse side if necessary)
Quantity of Work									
Quality of Work									
Accuracy									
Attitude									
Reaction to Criticism									
Ability to work Independentiy									
Judgment & Common Sense									
Tardiness									
Absence									

Principle strengths:

Main weakness:

What will be done to strengthen these weak areas.

Signatures: Rater _____ Date discussed with employee _____

Employee _____

Employee will sign, indicating the evuluation has been read.
NOTE - An employee may make a written statement concerning this evaluation, within one week of the evaluation. This will be filed with the evaluation.

Personnel use

Initial, Date and Route

Rater's Supervisor _____ _____ Personnel Manager _____ File

EMPLOYEE PERFORMANCE APPRAISAL

Name: _____ Date: _____

Department: _____ Job Title: _____

INSTRUCTIONS

1. The forman should complete all forms in privacy.
2. The employee should not be allowed to actually see and read the form for fear of misinterpretation.
3. Job performance should be discussed with the employee in privacy, not at his work station.
4. Give the employee one day's notice prior to the conference.
5. The "Rater" should return the completed forms to his supervisor after his discussion with the employee. The completed forms should be directed to Personnel in a **SEALED, CONFIDENTIAL** envelope after being reviewed by the "raters" supervisor.

CHECK ( ) EACH ONE OF THE DESCRIPTIVE TERMS THAT APPLY

ACCURACY

Makes frequent errors.	Careless; makes recurrent errors.	Usually accurate; makes only average number of mistakes.	Requires little supervision; is exact and precise most of the time.	Requires absolute minimum of supervision; is almost always accurate.

ALERTNESS

Slow to "catch on."	Requires more than average instructions and explanations.	Grasps instructions with average ability.	Usually quick to understand and learn.	Exceptionally keen and alert.

CREATIVITY

Rarely has a new idea; is unimaginative.	Occasionally comes up with a new idea.	Has average imagination; has reasonable number of new ideas.	Frequently suggests new ways of doing things; is very imaginative.	Continually seeks new and better ways of doing things; is extremely imaginative.

FRIENDLINESS

Very distant and aloof.	Approachable; friendly once known by others.	Warm; friendly; sociable.	Very sociable and out-going.	Extremely sociable; excellent at establishing good will.

PERSONALITY

Personality unsatisfactory for this job.	Personality questionable for this job.	Personality satisfactory for this job.	Very desirable personality for this job.	Outstanding personality for this job.

PERSONAL APPEARANCE

Very untidy; poor taste in dress.	Sometimes untidy and careless about personal appearance.	Generally neat and clean; satisfactory personal appearance.	Careful about personal appearance; good taste in dress.	Unusually well groomed; very neat; excellent taste in dress.

PHYSICAL FITNESS

Tires easily; is weak and frail.	Frequently tires and is slow.	Meets physical and energy job requirements.	Energetic; seldom tires.	Excellent health; no fatigue.

ATTENDANCE

Often absent without good excuse and/or frequently reports for work late.	Lax in attendance and/or reporting for work on time.	Usually present and on time.	Very prompt; regular in attendance.	Always regular and prompt; volunteers for overtime when needed.

HOUSEKEEPING

Disorderly or untidy.	Some tendency to be careless and untidy.	Ordinarily keeps work area fairly neat.	Quite conscientious about neatness and cleanliness.	Unusually neat, clean and orderly.

DEPENDABILITY

Requires close supervision; is unreliable.	Sometimes requires prompting.	Usually takes care of necessary tasks and completes with reasonable promptness.	Requires little supervision; is reliable.	Requires absolute minimum of supervision.

JOB KNOWLEDGE

Poorly informed about work duties.	Lacks knowledge of some phases of work.	Moderately informed; can answer most common questions.	Understands all phases of work.	Has complete mastery of all phases of job.

QUANTITY OF WORK

Does not meet minimum requirements.	Does just enough to get by.	Volume of work is satisfactory.	Very industrious; does more than is required.	Superior work production record.

STABILITY

Goes "to pieces" under pressure; is "jumpy" and nervous.	Occasionally "blows up" under pressure; is easily irritated.	Has average tolerance for crises; usually remains calm.	Tolerates most pressure; likes crises more than the average person.	Thrives under pressure; really enjoys solving crises.

COURTESY

Blunt; discourteous; antagonistic.	Sometimes tactless.	Agreeable and pleasant.	Always very polite and willing to help.	Inspiring to others in being courteous and very pleasant.

OVERALL EVALUATION

Unsatisfactory.	Below average but making progress.	Doing an average job.	Definitely above average.	Outstanding.

COMMENTS

Weakness

1. _____
2. _____
3. _____

and these can be improved by doing the following:

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Strengths

1. _____
2. _____
3. _____

and these can be used more effectively by doing the following:

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Rated by _____ _____

(Name) (Title) (Date)

PERFORMANCE EVALUATION

CURRENT STATUS

LAST REVIEW DATE	CURRENT DATE	REVIEW DATE	EMPLOYEE NAME	EMPLOYEE NO.	DEPT. NO.

JOB TITLE	JOB CODE	SUPERVISOR	DEPARTMENT NAME

LAST INCREASE			PRESENT	PLANNED INCREASE			ACTUAL INCREASE		
AMOUNT	DATE	%	SALARY	AMOUNT	SALARY	%	AMOUNT	SALARY	%
$				$			$		

AUTHORIZED APPROVALS						EFFECTIVE
SUPERVISOR	DATE	DEPARTMENT MGR.	DATE	DIVISION MGR.	DATE	DATE

SUMMARY OF ACCOUNTABILITIES

ACCOMPLISHMENTS / HOW MEASURED

1.	
2.	
3.	
4.	
5.	

OVERALL PERFORMANCE ASSESSMENT

OVERALL PERFORMANCE NOTATION

MARGINAL (1)	ADEQUATE (2)	COMPETENT (3)	COMMENDABLE (4)	DISTINGUISHED (5)
		EXPECTED LEVEL OF PERFORMANCE		

IF NECESSARY TO EXPAND ACCOUNTABILITIES AND/OR ACCOMPLISHMENTS, USE BACK OF FORM

EMPLOYEE GROWTH AND DEVELOPMENT FORM

NAME _____ DATE _____

I. General Information

A. Present position _____ B. Department _____

C. Years in present position _____ D. Total service _____ years.

II. Instructions

A. Employee: Fill in all areas. If, as the employee, you feel you are doing well in the particular factor being considered, give yourself credit by checking the appropriate statement and then stating such in the space provided. If you are lacking, be equally frank in writing your opinion. Such a remark will enable your supervisor to assist you in increasing your total personal performance.

B. Supervisor: Review the employee's remarks for each factor and check in the box provided, agree or disagree. If you disagree, explain your reason in the space provided beneath the factor.

C. Employee-Supervisor: In recording the answer of each factor, the employee will use a black or blue pen and the supervisor will use a red pen. Both must complete the form, per the instructions, in order to be eligible for the proposed increase.

III. Factors

A. Job Knowledge - Consider if you possess the necessary tools (experience, training) to perform the job adequately.

Needs Improvement	Satisfactory	Highly Acceptable	Supervisor Agree	Supervisor Disagree
_____	_____	_____	_____	_____

Explain your answer: _____

_____

B. Communications - Consider your ability to both understand and make yourself understood by others, both equal communications.

Needs Improvement	Satisfactory	Highly Acceptable	Supervisor Agree	Supervisor Disagree
_____	_____	_____	_____	_____

Explain your answer: _____

_____

III. C. Initiative and Creativity - How is your planning, ability to carry through a job and your ability to make constructive suggestions?

Needs Improvement	Satisfactory	Highly Acceptable	Supervisor Agree	Supervisor Disagree
_____	_____	_____	_____	_____

Explain your answer: _____

_____

D. Quality of Work - Are you meeting the standards of the job?

Needs Improvement	Satisfactory	Highly Acceptable	Supervisor Agree	Supervisor Disagree
_____	_____	_____	_____	_____

Explain your answer: _____

_____

E. Dependability - Rate your ability to accomplish an assigned task within the time limits allowed.

Needs Improvement	Satisfactory	Highly Acceptable	Supervisor Agree	Supervisor Disagree
_____	_____	_____	_____	_____

Explain your answer: _____

_____

F. Cooperation with others - Consider your ability to cooperate with your fellow workers including policies and practices in general.

Needs Improvement	Satisfactory	Highly Acceptable	Supervisor Agree	Supervisor Disagree
_____	_____	_____	_____	_____

Explain your answer: _____

_____

G. Personal Appearance - Consider your appearance and hygiene as it relates to your position or department/ service dress code.

Needs Improvement	Satisfactory	Highly Acceptable	Supervisor Agree	Supervisor Disagree
_____	_____	_____	_____	_____

Explain your answer: _____

_____

H. Attendance-Punctuality - Rate your attendance record; lateness.

Needs Improvement	Satisfactory	Highly Acceptable	Supervisor Agree	Supervisor Disagree
_____	_____	_____	_____	_____

Explain your answer: _____

_____

I. Proper utilization of skills - technical ability
To what degree are your skills and technical ability (past or present) properly utilized in your present job?

Needs Improvement	Satisfactory	Highly Acceptable	Supervisor Agree	Supervisor Disagree
_____	_____	_____	_____	_____

Explain your answer: _____

_____

J. Growth and development (technical) To what degree are you or the company improving your technical abilities and potential?

Needs Improvement	Satisfactory	Highly Acceptable	Supervisor Agree	Supervisor Disagree
_____	_____	_____	_____	_____

Explain your answer: _____

_____

K. Leadership/Promotional Potential - Do you possess leadership and promotional potential in your present work field?

Needs Improvement	Satisfactory	Highly Acceptable	Supervisor Agree	Supervisor Disagree
_____	_____	_____	_____	_____

Explain your answer: _____

_____

L. Employee's suggestions for self-improvement during the next year: ____

_____

_____

IV. SUPERVISOR RECOMMENDATIONS:

A. Supervisor's suggestions for employee's improvement during the next year:

_____

_____

B. Employee's especially good traits:

_____

_____

C. Overall evaluation: (check one)

Needs Improvement _____ Satisfactory ____ Highly Acceptable ____

D. Recommendations: (check one)

____ Employee to move up to next appropriate step increase

____ Withhold the step increase pending performance improvement and schedule another review in _____ months.

____ Other _____

V. EMPLOYEE COMMENTS - Further comment on your evaluation and your supervisor's recommendations:

_____

_____

_____

____ I would like an appointment with the appropriate department/service director prior to signing this form.

NOTE: Do not sign until after your discussion period with your supervisor. Signing does not necessarily indicate approval.

_____ _____

Employee Signature Supervisor Signature

_____ _____

Date Date

EMPLOYEE EVALUATION
Non Exempt Lab Personnel

NAME _____ Title _____ Date _____

REPORT PERIOD 3 6 12 Mos. Rater _____ Department _____

Instructions: Evaluate employee on the job now being performed. Use the rating guide on the reverse side in selecting the category that best describes the employee's performance. Place a check in column below that applies.

FACTOR	Unsatisfactory	Marginal	Expected	Above Average	Outstanding	Improved	No Change	Gone Back	COMMENTS
Accuracy & Completeness of work									
Accuracy & Completeness of Records									
Working Speed									
Neatness									
Judgment and Common Sense									
Application									
Dependability									
Attitude									
Reaction to Criticism									
Desire to Learn									
Desire to Assume Responsibility									

Principle Strengths	Main Weaknesses	Corrective Steps to Be Taken

Date rating discussed with employee _____ INITIAL, DATE & ROUTE

Signatures: Rater _____ Rater's Super. _____

Employee _____ Personnel Mgr. _____

File

Employee should sign indicating he has read report. NOTE: The employee may make a written statement to the rater concerning this evaluation.

EMPLOYEE EVALUATION

— Rating Guide —

NON EXEMPT LAB PERSONNEL

FACTOR	UNSATISFACTORY	MARGINAL	EXPECTED	ABOVE AVERAGE	OUTSTANDING
Accuracy & Completeness of Work	Frequent and repeated errors	Occasional errors Work incomplete	Few errors Work usually complete	Errors rare Work complete	Errors Extremely rare Work always complete
Accuracy & Completeness of Records	Poor records Important data not recorded	Records messy	Few errors Data recorded	Records up to date All data recorded	Records complete Concise, point way to future work
Working Speed	Very slow on routine work	Does enough to get by	Good Producer	Above average speed	High Speed
Neatness	Messy work area	Occasionally cleans up Untidy	Reasonably neat	Seldom needs reminder	Meticulous
Judgment and Common Sense	Does not understand work	Requires detailed direction Sometimes illogical	Needs some guidance Usually reliable	Plans work well Needs little direction Offers logical suggestions	Thinks quickly, logically
Application	Frequently wastes time	Occasionally wastes time	Needs some guidance	Usually busy	Always busy, interested
Dependability	Requires constant reminders	Occasional reminders	Completes work as directed	Needs little supervision	Always reliable
Attitude	Uncooperative Belligerent	Generally cooperative	Team worker	Good team worker	Excellent team worker Diligent
Reaction To Criticism	Angers Fails to change	Disregards Somestimes resentful	Accepts and modifies behavior	Receptive Quick to follow advice	Welcomes advice and suggestions
Desire To Learn	No interest in work	Learns only as required	Interested in work	Interested in learning new skills	Welcomes new ideas and assignments - Studies Independently
Desire To Assume Responsibility	Buck passer	Reluctant to assume responsibility	Willing to assume responsibility	Interested in new duties Wants to assume responsibility	Eager to assume responsibility

APPENDIX D

List of Teacher Resource Materials

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